Houston’s Preparedness for Terrorism

By Clark Kent Ervin
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Introduction

This is the fourth in a series of reports, underwritten principally by the Ford Foundation, and, in this particular case, additionally, the Houston Endowment, as to various cities’ (namely, New York, Los Angeles, Chicago, New Orleans, and Houston) preparedness for terrorism and catastrophic natural disasters. Our goal in each city was to identify best practices that can be replicated in other cities around the nation; to identify any gaps in preparedness; and to make recommendations to close any such gaps. We conducted these assessments primarily through roundtable discussions in each city in 2007-2009 with key local, state, and federal government officials, corporate and non-profit stakeholders, and academic and think tank experts, with some supplemental research and follow-up interviews. The audience for each roundtable consisted of representatives of funding organizations, congressional staff, policy experts, and students, all of whom were helpful in engaging the speakers in dialogue following their formal presentations.

This particular report was based on roundtable discussions held on January 27-29, 2009 at the James A. Baker III Institute for Public Policy, the host and a co-sponsor with, as mentioned above, the Ford Foundation, the Houston Endowment, and the key local business association, the Greater Houston Partnership. Though, admittedly, considerable time has passed since then, the insights contained herein remain relevant and this examination of these issues during this point in time is instructive even now.

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Mayor Bill White of Houston, one of the fastest growing metropolitan areas in the country, began the roundtable by calling for a public dialogue about what the term, “homeland security,” really means. In White’s view, what we are struggling against is really nothing more than “organized crime with an international political dimension.” Using the term, “terrorism,” to describe what we are fighting against romanticizes the problem and unduly magnifies it. We should not panic over terrorism; we should put and keep the problem in perspective. White emphasized also that countering terrorism is not a job just for government; every American has a role to play.

He went on to note that, while there are more “iconic” and, therefore, likely terror targets than the Gulf Coast’s petrochemical industry (of which Houston is the epicenter), such an attack would serve terrorists’ purposes because it could prove to be “devastating” to the U.S. economy, even if the toll in deaths and injuries was relatively small.

Stressing the nexus between crime (especially drug-related crime) and terrorism, White worries about Mexico’s becoming a failed state due to the increasing power of narco-traffickers and the potential for further violent spillover along the U.S. border. “The security of our Southern border is paramount to national security, and thus it must be treated and funded as such.”

Finally, in White’s view, the Federal Emergency Management Agency (FEMA) is less effective now that it is part of the bureaucratic behemoth that is the Department of Homeland Security (DHS).

Aviation Security

Ray White, the Deputy Area Director of the South Central Area of the United States for the Transportation Security Administration (TSA), stressed the danger of complacency as more and more time passes since the attacks of 9/11. As time goes by without another attack, people become less and less willing to take the steps necessary to protect themselves. With this in mind, TSA has re-tooled itself to focus on: “people” (for example, retraining the workforce to promote critical thinking and the exercise of discretion); “process” (instituting, for example, the Travel Document Checker program, whereby specially trained screeners scrutinize travelers’ boarding passes, drivers licenses, and other documents for signs of fraud, as opposing to merely screening passengers and baggage for weapons and explosives; and starting a blog so that the public can express grievances and make suggestions for improvement); and “technology” (for example, working with Continental Airlines to develop an encrypted electronic boarding pass to make replication and forgery more difficult).

There is an Identification and Verification call center for people who arrive at an airport without identification. About 200-300 people a day out of 2 million passengers nationally fall into this category. Out of these, only about 4-5 per day cannot be verified. Such people tend to be illegal immigrants, and
TSA will have them deported.

TSA is trying to become more randomized in the countermeasures it uses against potential terrorists. There is a book of such countermeasures that each Federal Security Director (FSD), the top TSA official at each airport, can implement as he/she sees fit, working, as appropriate, with other bureaus within DHS like Customs and Border Protection (CBP) and Immigration and Customs Enforcement (ICE). These countermeasures focus on both the “external threat” from passengers and others who visit the airport, and the “internal threat” from screeners, vendors, pilots, flight attendants, and others who work in the airport environment. For example, airport employees are occasionally forced to be screened at checkpoints for weapons and explosives, as if they were passengers. Additionally, “field” intelligence officers are posted to strategic airports around the country to gather and share information with the local Joint Terrorism Task Forces (JTTFs). There are also Behavior Detection Officers (BDOs), specially trained screeners who can spot behavior and demeanor that might be indicative of terrorist intent.

Finally, TSA is working hard to develop and deploy more sophisticated technology that can lessen, or even eliminate altogether, various passenger inconveniences. A security-friendly laptop is being developed, and efforts are being made to develop technology to allow more liquids to be carried onto planes and passengers to keep their shoes on when going through checkpoints. TSA is, then, working hard to strike the right balance between security and “access.”

TSA works closely with first responders in the event of a natural disaster or other emergency. Up to six teams of 25 each can be deployed to augment the ranks of local screeners so as to speed up evacuations. Some 600 screeners were flown into Houston during Hurricane Ike, and they not only assisted with the screening process, but also distributed food and water. Accordingly, TSA has a new mission, being a “responding arm” of DHS in the event of crises. Similarly, screeners provide additional manpower during National Special Security Events like a presidential inauguration or the Super Bowl where the size and/or nature of crowds might be especially tempting for terrorists.

Art Meinke, FSD at George Bush Intercontinental Airport, the city’s largest, with 30,000-50,000 passengers a day and 40,00-60,000 bags to screen, uses a highly metrics-based system for evaluation of security at the airport and follow-up, so as to monitor progress and adjust measures as necessary for optimal effect. The airport has 19 checkpoints and four “in-line” baggage systems that automatically send bags through an explosive detection machine and then onto the plane for loading, with one more such system on the way. By March 2009, Bush Intercontinental will have Advanced Technology (AT) X-Ray systems, which give screeners a 3-D (horizontal and vertical) view inside carry-on bags, allowing them to determine more quickly and accurately what a suspicious item within a cluttered bag really is.

Meinke has 150 fewer full-time equivalent employees (FTEs) than two years ago, in part because the in-line baggage system has made the airport more efficient. He is working with the Labor Department to make workers still more efficient by reducing workplace injuries. As Ray White noted, the airport has BDOs among its 830-strong screener workforce. About 10% (86) of screeners are devoted to behavior detection or the Aviation Direct Access Screening Program (ADASP). ADASP involves randomly screening employees for weapons and explosives at controlled access points within and about the airport complex. Meinke carries out the program in coordination with local law enforcement personnel and CBP and ICE agents. Screeners check employee backpacks and purses; BDOs look for suspicious behavior; and even federal air marshals (FAMs) “can pop up anywhere anytime” to ferret out threats.
within the workforce. Assignments are given out the night before to ensure maximum unpredictability.

Additionally, there are Bomb Appraisal Officers (BAOs), who help determine whether something screeners think may be a bomb is, in fact, one. BAOs tend to be better trained and more discerning than police department bomb squads, so their involvement often reduces the need to shut down checkpoints and terminals unnecessarily, an enormously disruptive and costly process.

Cargo screening at Bush Intercontinental involves 10 Transportation Security Inspectors (TSIs) who specifically work to meet the congressional mandate to screen 100% of air cargo by 2010. These inspectors from the ranks of TSA reach out to 235 independent air carriers ranging from groups as big as Airborne to small “mom and pops.” Twenty-one airlines for which the TSIs are responsible operate at Bush Intercontinental. TSIs typically conduct 290 inspections per quarter. They also conduct random inspections to determine whether they can sneak random boxes onto planes, and whether employees are following standard procedures. All counter-to-counter packages are screened by explosive detection systems.

Generally, the FSD has 8 TSIs at his disposal who are responsible for regulating airport authorities, as well as commercial airlines. These “generalist” TSIs also monitor 21 flight schools in the region and two air carrier centers to make sure that the security focus is maintained at each. The generalist TSIs also engage in outreach projects with 17 “general aviation” airports, which serve private planes.

Meinke has consolidated all the airport agencies into one room in order to facilitate communication between and among the agencies.

According to Joanne Oxford, Special Agent-in-Charge of the Houston area Federal Air Marshal Service, there are 150 FAMs assigned to the Houston metropolitan area, one of 21 field offices around the country. They are responsible for conducting protection response detection assessment activities in airports and other transportation venues, “maintaining TSA’s state of preparedness” by deterring terror attacks during flights, coordinating incident management, training and managing all armed pilots, and coordinating all TSA K-9 assets. Since their numbers are limited, FAMs are deployed to flights based on an assessment of risk.

As in New York and Los Angeles, there are Visible Intermodal Protection and Response (VIPR) teams comprised of FAMs, Houston Police Department (HPD), screeners, and BDOs. The FAMs have recently participated in VIPR teams at, for example, Intercontinental and Hobby airports, Metro light rail, the Amtrak station, Galveston cruise terminal, and the Bolivar and Galveston ferries.

The FAMs manage TSA’s “Freedom Center” (formerly known as the “Transportation Security Operations Center”), which provides 24/7/365 coordination, communication, and intelligence domain awareness for all DHS-related transportation activities. Air marshals also participate on JTTFs. And, they, like screeners, help to respond to natural disasters, including Hurricane Ike.

According to Jeff Baldwin, Director of Houston-area field operations for DHS’ Customs and Border Protection bureau, CBP takes a risk-based approach to targeting people and goods for heightened scrutiny. In this regard, Baldwin mentioned the biometrics-based automated entry system for foreign visitors, US-VISIT; the Western Hemisphere Travel Initiative, which tightens standards for documents that may be used by both Americans and foreigners to enter the United States from countries within the
North America; and Global Entry, a voluntary systems that, for a $100 fee and submission of biometrics, permits expedited entry into the United States for both Americans who travel abroad frequently and foreign visitors. There is a Global Entry kiosk at Bush Intercontinental. The program is scheduled to expand to 20 airports, and 22,000 people have applied to use it to date.

Through the Carrier Liaison Program, CBP works with airlines to find fraudulent documents. Through the Immigration Advisory Program, CBP officers are stationed at foreign airports to check the travel documents of those bound for the United States so as to eliminate risks before they arrive on U.S. soil or fly over U.S. airspace.

Baldwin cited a number of challenges to CBP’s mission performance, including getting timely and accurate information from industry partners; identifying imposters and fraudulent documents; protecting government databases from compromise; and “closing the public trust gap.” There are people within communities who have useful intelligence, but they will not share this information with authorities unless they feel that they can trust them.

Finally, Baldwin expressed concern about the threat of agro-terrorism. He argues that authorities and the public at large tend not to focus on the security of our food and water supply, though both are rather vulnerable to terror attacks. Texas is the second largest agricultural producer in the country (after California), worth about $100 billion a year. One of out every seven Texans works in the agricultural sector, so the danger should be higher on the state’s radar screen.

According to Gregory Fremin, the head of HPD’s Airport Division at Bush Intercontinental, approximately 200 HPD personnel are assigned to the airport division, the vast majority of whom are stationed at Bush Intercontinental. Rovers are assigned both inside and outside the airport. Terrorism is not the only concern; thefts keep the airport police unit busy as well.

The airport division has a K-9 explosive division with 17 dogs and 12 dog handlers who interact with TSA, CBP, and FAMs. The majority of the K-9 unit works at Bush Intercontinental, and they are especially useful in patrolling the terminals and cargo warehouses.

HPD also staffs a plainclothes criminal investigation unit and a narcotics division at Bush Intercontinental, as well as two FBI agents, and a tactical biking unit (prized for their ability to maneuver easily in parking garages), which they also employ at Houston’s smaller Hobby Airport.

The vast majority of the intelligence HPD’s Airport Division acts upon comes from the JTTF. The greatest gap in security, says Fremin, is the fact that the goal of screening 100% of air cargo is still unmet. In his words, “until there is 100% screening of all cargo, there will not be 100% security.” For Fremin the key question is “at what level are we willing to sacrifice our comfort level” for more security.

Furthermore, the wooded perimeter areas around Bush Intercontinental and the freeways surrounding Hobby Airport pose significant vulnerabilities, providing an opportunity for someone with something like a Stinger MANPAD system to blow an airplane out of the sky. To mitigate this risk, each year security forces identify the most logical potential MANPAD firing sites. Once identified, these sites are periodically patrolled for suspicious activity.
Fremin said that airports need to work more with the Federal Aviation Administration to monitor who has certified pilot licenses and to know more about these pilots’ backgrounds.

**Maritime/Port Security**

As the nation’s largest port in terms of import tonnage, and second largest in total tonnage, the Houston area presents a huge security challenge. With more than $300 million of business conducted in the port each day, amounting to 7.7% of the nation’s maritime commerce, the Houston port houses some of the nation’s most critical infrastructure, including petrochemicals, oil and gas pipelines, and oil refineries. Additionally, there are approximately 800 private sector stakeholders in the Port of Houston area.

According to Captain William Diehl, Commander of the Houston-Galveston sector of the United States Coast Guard, the Area Maritime Security Committee (AMSC), joint training and exercises, and the Port Coordination Team have all proven to be area best practices. AMSC, started in 2005, brings together local maritime security officials to coordinate disaster response protocols and to organize joint training classes and exercises. The principal idea behind these joint training exercises is that, no matter how big or small the company, it will have the opportunity to participate in emergency training, and that in the event of an actual emergency, every company will know what to do. Even if a company does not have the resources to conduct these exercises on its own, employees can get the training and appropriate certification from another company that does.

The Port Coordination Team is an established communication network, effectively a huge teleconference, in which a problem is brought before the group to devise a solution. While these companies are competitors, the network functions as a safety net of sorts, promoting cooperation when crises occur. In the case of Hurricane Ike, according to Diehl, this program worked exactly to plan, with calls taking place twice a day.

Houston is more likely to have a catastrophic chemical release than a terrorist attack. One of the greatest dangers from a chemical release is in people rushing over to help when they see a plume of smoke; consequently, emergency preparedness protocols take this into account.

Like others, Diehl is concerned about complacency.

William Crews, Port Security and Emergency Operations Manager at the Port of Houston Authority, argues that many of the most pressing challenges for securing the city involve the waterways and the petrochemical industrial complex, the second largest in the world behind Rotterdam, The Netherlands. Its positioning within a large metropolitan area makes it even more difficult to protect.

Further, the issue of small boats being used as a terrorist weapon, à la the U.S.S. Cole bombing in 2000, presents an enormous challenge to the Coast Guard, one that cannot be entirely mitigated.

In terms of efforts to address the container security threat, CBP has instituted the Container Security Initiative (CSI) and Customs-Trade Partnership Against Terrorism (C-TPAT). Through CSI, CBP’s inspectors are stationed at 58 ports overseas, which collectively account for approximately 86% of the containers bound for the United States. CBP requires carriers to submit information about a vessel’s contents and shipping route electronically to CBP’s automated target system (ATS) no later than 24
hours before the cargo is laden aboard a vessel at a foreign port. Based on algorithms that assign different levels of risk to different data, some cargo is deemed to be “high-risk.” When information submitted through ATS indicates that a given container is high-risk, CBP inspectors are supposed to ask local inspectors to scan those shipments for radiation. Additionally, the Department of Energy is putting scanning equipment in foreign ports as part of its Megaport Initiative. Needless to say, the cooperation of foreign governments is essential.

Houston uses “intelligent” video in the Houston Port Authority’s container terminals both to monitor the containers that are stacked waiting for further distribution, and for perimeter security at these facilities. The Houston Port Authority is also looking to install crane-mounted radiation detection sensors in container grabbers.

To better monitor the insider threat, TSA has launched the Transportation Worker Identification Credential (TWIC) program, which began in Houston-Galveston ports in April 2009. TWIC cards have a microchip that contains biometric data, allowing port security authorities to vet the people entering sensitive areas.

Cruise terminals, cruise ships, and cruise passengers pose some of the greatest “soft target” concerns within the ports, given the vulnerability to mass casualties and panic, and the potential economic ramifications. Represented by Captain John Peterlin, the Port of Galveston is the fourth largest cruise ship base in the country, with a $1 billion economic impact in 2006. Security officials focus more on securing the land side of the port than water side with tools like radar and video surveillance. The Port of Galveston also employs license plate recognition technology.

On the ships themselves, there is 100% screening of baggage for explosives. Bomb-sniffing dogs check food and other goods in storage for explosives. And, there is “rigorous” screening of people, just like in airports, for guns, knives, and explosives.

**Mass Transit Security**

With a relatively new and growing open access mass transit system, the Metropolitan Transit Authority (MTA) of Harris County has the challenge of securing a 1,200 bus fleet and rail system.

According to Chief Thomas Lambert, randomness is a key to a successful counterterrorism program. The plainclothes bus marshal program, modeled after the FAM program, is an example of randomness in the mass transit sector. To amplify the impact of these plainclothes marshals, signs advising travelers of this program are posted throughout the transit system to deter potential terrorists and criminals through uncertainty. MTA has 50 buses equipped with cameras that are employed on varying routes to keep terrorists who might be casing the system off guard. Chief Lambert stresses the importance of coupling these covert operations with high-visibility uniformed officers riding buses and trains. The most important security function rests with the employees’ working in or on the mass transit system, looking for suspicious activity and reporting tips for law enforcement authorities to act upon. Lambert stresses the “all-crimes” approach to counterterrorism, arguing that focusing on reducing crime in the mass transit system necessarily reduces the risk of terrorism.

Houston MTA has an officer assigned full-time to the local JTTF, as well as to the regional intelligence
Rail Security

In 2008, an offshoot of the DHS Appropriations Act authorized the creation of the Surface Transportation Security Inspection Program, a nationwide program that operates in the Houston area. In 2009 the program grew to 225 people. The primary purpose of the program is to ensure that security measures and safety protocols are followed in rail yards throughout the country. Programs are predicated on creating an air of uncertainty as to the size, location, and composition of the force, similar to the VIPER and FAMs programs.

First Responders

**Houston Police Department**

According to Charles McClelland, Houston’s Executive Assistant Chief of Police, HPD is responsible for more than 2.2 million citizens in a 600+ square mile area, and more than 5 million in the general Houston region. To protect such a large number of people in such a vast area, HPD has created a regional intelligence fusion center that works with local, state, and federal law enforcement; additionally, the department has assigned extra personnel to the JTTF and created a 24/7 crime center that monitors events on a real-time basis.

Because of its experience with extreme weather, the department has infrastructure in place to manage natural disasters similar to what would be used to respond in the event of a terrorist attack. Also, Houston has agreements in place with private and public sector organizations to assist with disaster response and management, including the East Harris County Manufacturers Association; Hotel and Motel Association; Business Owners and Managers Association; downtown districts; CBP; ICE; and the Coast Guard. HPD has helped coordinate a monthly meeting with the private sector and their security departments, as their security forces far outnumber law enforcement personnel.

McClelland lists transportation infrastructure, businesses, medical centers, large sports and entertainment venues, religious centers, shopping malls, and schools as significant potential targets.

To be better prepared for a potential terrorist attack, all HPD officers with the requisite security clearance receive weapons of mass destruction (WMD) awareness and WMD law enforcement response training, as well as Chemical, Biological, Radiological, Nuclear, and Explosive (CBRNE) training. Special Operations forces, including SWAT and the bomb squad, get additional equipment and training.

So the police can act on data from the fusion centers more quickly, HPD transmits information directly to mobile data terminals and to the patrol stations, where line sergeants can dispatch units in response.

A critical issue, according to McClelland, is striking a balance between increasing police powers to counter prospective terrorist threats and restricting the freedoms of average citizens.
In terms of threat, HPD thinks that the risk of a cyber attack is low. While an attack on the financial infrastructure is a serious concern, HPD argues that all intelligence indicates that Al Qaeda wants to cause mass casualties and to incite widespread panic. With Houston’s large chemical processing complexes, that industry remains a greater security concern than Houston’s financial infrastructure.

McClelland is concerned, like Ray White, about creeping post-9/11 complacency.

As for which counterterrorism model works best for Houston – New York City’s dedicated counterterrorism unit within the police force, or Los Angeles, where all police officers have counterterrorism incorporated into their traditional crime-fighting duties – McClelland argues for a hybrid. And, like both Commissioner Kelly in New York City and Chief Bratton in Los Angeles, McClelland argues for “open lines of communication” with the city’s various ethnic and racial communities.

As noted earlier, a growing concern for Houston law enforcement officials, as well as the federal government, is the danger of violence spilling over the border with Mexico as the “war” heats up between the Mexican government and drug cartels. Mexican gangs have already carried out sophisticated assassinations and car bombings on U.S. soil. Corruption among officials along the border remains a serious gap in securing America’s borders. As for the hot button issue of illegal immigration, HPD focuses only on those illegal immigrants who have committed a crime other than entering (or remaining in) the country illegally.

To avoid the mass desertion and chaos that plagued the New Orleans Police Department during Hurricane Katrina, HPD keeps a list of people who are essential to police operations and public safety. The department has put those people on notice that they need to be available in the event of an emergency. The City of Houston has ensured that shelter is provided for not only law enforcement officers and their families, but also for civilian support groups. When, for example, Hurricane Ike struck the area, officers were provided with showers, food, shelter, and property protection so that they could focus almost entirely on their law enforcement duties.

Critical Infrastructure, Icons, and Soft Targets

**Houston Astros Stadium**

The Houston Astros baseball stadium, “Minute Maid Park,” poses a significant security challenge, primarily as a result of a lack of security funding. Sports entities view security as a cost item that affects the bottom line and this is reflected in their budget priorities. To underscore this, Angel Zayas, the Houston Astros director of security, noted that during especially historic events (for instance when batter Craig Biggio got his 2000th hit), the communication lines become jammed because of an extremely high volume of cell phone usage, and security officers cannot communicate with one another. There is, however, a booklet of best practices that is shared with the team by the National Baseball League and other such sports associations.

Zayas is discussing with the city the notion of installing security cameras at the stadium for joint Astros and city use.
Zayas says that concession workers are paid so little that he worries that they could succumb to bribes by terrorists. He also disclosed that the HVAC system is not locked or surveilled by cameras. Worrying is the possibility of a chemical attack inside the stadium. If the retractable roof is retracted at the time of such an attack, the fumes could endanger the entire city.

The stadium is used as a training center by HPD and the FBI.

Finally, Zayas noted that an additional handicap is that, absent an attack or imminent threat, stadium-goers object to being screened with metal detectors and having their bags inspected.

**Texas Medical Center**

Texas Medical Center (TMC) is the world’s largest medical center, with 1,000 acres and 47 member institutions. There is a 100 person-strong police force, supplemented by the services of a private contractor, Andrews International.

In terms of gaps in preparedness and security, Fernando Bertrand, Chief of the Texas Medical Center’s Police and Security Services, highlighted a lack of surveillance camera systems as one of the most significant. As of the roundtable, TMC is applying for grants to address this problem.

Bertrand is also concerned about the threat from animal rights activists, given the research on laboratory animals conducted at certain TMC facilities.

One of the lessons of Hurricane Katrina was the need to move the facilities’ back-up generators from the basements so they are not rendered inoperable precisely when they are needed.

**NASA Johnson Space Center**

Johnson Space Center is the largest federal employer in Houston, with approximately 3,200 civil servants and more than 10,000 private contractors. The Johnson Space Center Protective Services Division oversees security for 17 research and development laboratories, 1,600 acres, and two additional Houston sites: the Sunny Quarter Training Facility and Ellington Airfield, with more than 40 high-performance aircraft.

According to Alan Mather, Center Operations Directorate of the Protective Services Division, the Johnson Space Center has adequate security to deter a terrorist attack on its premises, but he worries that the off-site visitors center, Space Center Houston, which hosts about 800,000 visitors a year, is more vulnerable and that the media would confuse the two in the event of an attack, causing even more panic.

Johnson Space Center’s security force has uniformed officers, static and roving posts, and a SWAT team. After 9/11, JSC added physical security countermeasures, including standoff distance, blast mitigation, and prevention of unauthorized vehicle access. Additional countermeasures include vehicle inspections, closed-circuit television cameras, and intrusion detection and other building controls. The center relies heavily on coordination with HPD, FBI, and Harris County Sherriff’s department, and has
an analyst working for the JTTF.

One of Mather’s major concerns is the threat of a compromised NASA IT system. Cyber-theft, cyber-espionage, and cyber-warfare are all serious dangers, as literally billions of dollars worth of information about satellites, space vehicle designs, space missions, and other R&D data has already been stolen. Moreover, experts believe that foreign hackers have accessed more than half of NASA's computers.

Mather believes that it is only a matter of time before another terror attack on the homeland. He believes that there are, indeed, “sleeper cells” in the United States. Like others, he fears post-9/11 complacency. Border security and the use of “soft power” and “broad grassroots institutions” are the keys to countering terrorism, in Mather’s view.

Critical Local Businesses and Business Hubs

Valero Energy Corporation

Valero is the largest oil refiner in the U.S., with 14 refineries and 30 terminals. According to Valero Corporate Security Projects Manager William Wilkins, Valero intentionally had little brand recognition until a few years ago, to prevent them from becoming the type of internationally recognized corporate symbol that appeals to terrorists. “As a petrochemical company, we are a chemistry set that sits on the ground. It is an easy to hit and impossible to defend target,” says Wilkins. That said, security is “third on the food chain” when it comes to company priorities, after safety and operations. The company lost 5-10% of its guard force because of “economics.”

Valero uses a computerized access control system that allows security officers to access any network camera, talk to any entry patrol point, and open any door. The company is conducting an in-house vulnerability assessment and then developing countermeasures so the existing guard forces can serve as force multipliers.

Valero uses smartcard data technology like the TWIC program. But just because a card or other credential is authorized in someone’s name does not mean the person bearing the card or credential is that authorized person. Further, Wilkins says that industry should have been allowed to incorporate additional security features into TWIC, but the prime contractor, Lockheed Martin, did a poor job of working with industry.

Wilkins pointed to the irony that people the company knows the least about are let into the complex easily with little concern simply because they are badged and escorted, while people who have worked there for 30 years are so distrusted that they must get biometrics-based identification.

In Wilkins’ view, the biggest security gap is complacency. Noting that the aviation sector has been on a heightened “yellow” state of alert for years now, he says that “yellow is the new green.” The good news, Wilkins added, is that Houston is better prepared for terrorism than most cities. Another helpful thing is that Texas is one of the few states that set standards for private sector security officers.

In the event of a disaster, Wilkins worries about the conflict between safety and security, in that
“safety” requires everyone to get out of the area, while “security” calls for accounting for everyone’s whereabouts and keeping everyone in place until this is done.

**Reliant Energy**

Though based in Houston, Reliant owns no power plants in Texas. Dirk Suter, Manager, Corporate Security, says that “culture” and “awareness” are key elements in a successful corporate security plan. There must be management buy-in, and employees must accept responsibility for their own safety and security. It helps also to have several overlapping security layers.

To limit physical access to plants, Reliant has fencing, warning signs, sign-in sheets, closed-circuit television cameras, and password-protected electronic access key cards.

One of the main security concerns at Reliant is drivers’ bringing in big oil and gas trucks. Reliant has guidelines for screening vendors. Reliant knows in advance who the regular driver will be, and if there is a new driver, the company must be notified in advance. Reliant’s Corporate Security team coordinates scheduling with the vendors so that the company knows when certain hazardous materials are going to be delivered so that appropriate precautions can be taken.

Suter says that the U.S. has managed to hinder Al Qaeda’s fundraising efforts and to limit their ability to communicate among themselves, but they remain lethal. Because they seek the “biggest bang possible,” there are likelier targets in his view than the electricity grid. Bringing down the grid would, in Suter’s judgment, be difficult and costly.

**Conoco Phillips**

According to Jim Snyder, Manager of Global Security, Conoco Phillips is the second largest company in North America after Valero in terms of refining capacity, and the fourth largest refiner worldwide, with more than 33,000 employees. It ranks fifth on the Fortune 500, with $183 billion in assets.

The company was hit hard by Hurricane Katrina in Plaquemines Parish, Louisiana, with most of the Alliance Refinery there underwater. Twenty percent of refining capacity was shut down, but the price of oil was unaffected because of diversified supply. The hurricane exposed a lack of communication ability during emergencies, there being no satellite phones or other back-up facilities. Snyder touted the Government Emergency Telecommunications Service as a good solution to this problem, as it is effective and free.

In addition, he recommended diversifying our sources of energy, and establishing “risk-based” security standards as opposed to prescriptive, one-size-fits-all approaches; enhancing the ability of local law enforcement authorities to respond to critical infrastructure incidents; recognizing that the restoration of critical infrastructure is key to the success of other recovery efforts after emergencies; and empowering critical infrastructure owners/operators to enhance the security of their own facilities by, for example, allowing refinery owners to keep weapons off their property and to subject their employees to background checks like security directors in the financial industry can do.

As noted above, a major security challenge is that security measures are perceived to deduct from
the proverbial bottom line. And, where security investments are least likely to be made is in remote locations, which heightens their vulnerability.

**Preventers and Responders**

Houston has a long tradition of inter-department cooperation in the fields of law enforcement. What has since become the Houston Regional Intelligence Service Fusion Center was established in 1967 in the form of an HPD intelligence service working for the chief of police.

After 9/11, funding became available to assemble a real intelligence unit for the area. Harris County sends two people, the FBI one, and other regional cities and counties that want to be involved also contribute personnel. Much of the gathered intelligence is subsequently sent to the FBI Fusion Center. The Houston fusion center publishes a bi-weekly terrorist information summary which is sent to everyone on the police force who requests it. The report’s findings are primarily based on anomalies, generally, deviations from baseline figures as to the number of robberies, drug incidents, and other crime statistics.

According to John Karshner, a sergeant at the Fusion Center, plans are in order to expand the Fusion Center’s scope to Galveston.

The Fusion Center deals with other threats to the community in addition to terrorism, including organized crime, smuggling, human trafficking, immigration, narcotics, document and identity fraud. The core question for much of what the Fusion Center does is: what are the capabilities, intentions, and actions of our opponent?

In April 2005, DHS issued the national preparedness guidance to engage all levels of government, private sector, NGO partners, and the general public in achieving and sustaining risk-based target levels for prevention, response, and recovery capabilities for any sort of local disaster. This plan is governed by the establishment of seven priorities, namely: implementation of the National Incident Management System (NIMS) and the National Response Plan; regional collaboration; National Infrastructure Protection Plan; information sharing and collaboration; interoperable communications; CBRNE detection, response, and decontamination capabilities; and medical surge and mass prophylaxis (preventative medicines and vaccinations in the event of a biological threat to the region).

All first responders have been trained in NIMS and use it, both in exercises and in managing responses to Hurricanes Ike, Katrina, and Rita.

Regional collaboration is the single most important achievement in the Houston area, according to Dennis Storemski, Director of the Mayor’s Office of Public Safety and Homeland Security for the City of Houston. Using a program called WebEOC, all emergency management offices in the region are connected through one system to communicate via the internet. The private sector has been invited to join as well.

The National Infrastructure Protection Plan divides critical infrastructure into four tiers. (The Houston region has more critical infrastructure than any of the other top tier cities.) Much of this plan involves programming and management for both disaster prevention and relief. For instance, the Buffer Zone
Protection Program directs funds toward places, as described by DHS, where a terrorist might initiate an attack or conduct surveillance. Another such example is the Automated Critical Asset Management System, which works by inputting data from vulnerability assessments of critical infrastructure into the system so that when the government is forced to respond to some sort of disaster, it knows what the vulnerabilities are and where they lie. The National Infrastructure Protection Plan has two DHS Protective Security Advisors assigned to the Houston region to assist with protecting critical infrastructure. Under the plan, Houston is also installing additional surveillance technology on the land side of the Houston Shipping Channel to aid the Coast Guard.

The Mayor’s Office of Public Safety and Homeland Security also has people assigned to the JTTF, with which, according to Storemski, there is no competition. Any information obtained by Storemski’s office is forwarded to the JTTF for action. The Mayor’s Office also works with the U.S. Attorney’s office, the Anti-Terrorism Advisory Council, and the Energy Security Council.

In terms of interoperable communications, only 60 percent of Houston-area first responders are located in Houston, so interoperable communication with those outside the city is critical. The city of Houston has signed a contract with Motorola to buy a new P-25 compliant 700 MHz system, which will be the first P-25 compliant system of its type in the country. This system requires all communication equipment to be interoperable.

Houston has spent a significant amount of money on the explosive side of CBRNE detection, response, and decontamination capabilities, as analysts suggest that an explosive attack is still the most likely method of terrorist attack. These measures include increasing the number of bomb technicians and training all HPD K-9 units to be dual-use (bomb- and contraband-detecting). Houston has a HAZMAT team in place. The city also has a commercial truck enforcement unit that works mostly around the port. All members of the unit have radiological pagers to detect radiological releases.

The final aspect of Houston’s homeland security planning initiative is medical surge and mass prophylaxis capacity. Houston bought deployable temporary field hospital equipment and has a patient tracking system in place in the event of a catastrophic event. The Catastrophic Medical Operations Command (CMOC) operates out of the Houston Emergency Center during disasters, and coordinates the movement of hospital patients and injured persons in a nine-county region.

Houston offers a number of classes every week to train citizen response teams. The city has copied the federal government-operated Ready.Gov public awareness campaign with ReadyHoustonTx.gov, a website linking the public to preparedness information. The city has also developed a DVD for citizen preparedness and invites the public to participate in preparedness exercises before hurricane season every year. Finally, Houston is developing a program, based on a successful Houston Fire Department (HFD) model, to distribute disaster preparedness information to families through the schools.

Storemski says that the city is developing a small boat program to protect the Port of Houston against terror attacks. Grant money is being used to buy more technology to protect the land side of the port, including security cameras. And, the city is working with the Toyota Center (the local basketball arena) and the Minute Maid Park to place security cameras on every street downtown.

**Houston Fire Department**
HFD is the nation’s third largest, after New York and Chicago, with approximately 4,000 responders, 91 stations, 620 square miles, 760 calls per day, 280,000 incidents per year, and 160,000 people transported to hospitals each year. HFD is responsible for responding to fire, EMS, HAZMAT rescue, air crash rescues at the airports, and special operations.

According to Executive Assistant Fire Chief of Planning and Homeland Security Daniel Snell, the worst-case scenario would be a nuclear detonation in a well-populated area, because of the long-term devastation that would result. HFD has been drilled on NIMS, and it has one of the best HAZMAT teams in the nation. HFD has a good relationship with HPD for handling explosions – HPD takes care of bombs and HFD deals with chemicals.

All 4,000 of HFD’s responders have been trained to deal with CBRNE events, one of 15 planning scenarios. Each response group is equipped with a chemical/biological response kit carrying Mark 1 injectors and chemical protective clothing for their responders. HFD has the largest and best-equipped technical rescue team in the State of Texas.

Snell lists the lack of intelligence and the difficulty of prevention as two of the biggest security gaps.

**Public Health Authority**

As noted above, CMOC aids local authorities in directing people to facilities that can best address their needs. During Hurricane Katrina, about 20% of people arriving in Houston had acute medical needs. Knowing this, CMOC was able to “sort” the patients based on these needs to keep the hospitals from being overwhelmed.

For a pandemic-type emergency, rather than Bio-Watch (the “top-secret” monitoring of the air for pandemic elements), Public Health Authority EMS Physician Director Dr. David Persse argues that Houston needs something similar to a fusion center for the medical field, whereby symptoms of patients can be monitored across a city and sent to a central command where data can be synthesized. While an individual doctor might not notice a trend in symptoms, multiple doctors might be noticing the same symptoms and a central database could pick up on a pattern. If people with long-term illnesses or disabilities were to register with the local government – in this case the “central command” – then in the event of an emergency, the government would know where to find these people and could safely evacuate them.

Overall, the Houston area has a $6 million regional catastrophic planning grant that will help preventers and first responders address scenarios involving explosives and hurricanes. Additionally, Houston has another $3 million planning grant that will be dedicated to pandemics and that will be dispersed among the medical community.

**Border Security**

Susan Resnick, an intelligence analyst by background, is a member of the Terrorism and National Security Division of the United States Attorney’s Office, Houston branch. Hers is the only judicial
district in the U.S. that has all 18 officially designated critical infrastructure sectors. According to Resnick, Harris and Hidalgo counties are the second and third fastest growing counties in the country. Texas has some 87 foreign consulates, with only New York having more. And, Texas has the nation’s second largest Muslim population.

Echoing others, Resnick says that corruption is one of the biggest threats along the U.S.-Mexican border. In the past five years, the U.S. Attorney’s Office has prosecuted 24 state law enforcement officers, including Texas National Guard personnel, district attorneys, judges, and 22 federal officers, including employees of CBP, ICE, and the Federal Air Marshal service. One or two officers each month are charged with bribery, drug trafficking, or alien smuggling, with state prison terms ranging from eight months to ten years and federal terms ranging from four to ten years.

“Guns are going south, and drugs are coming north,” said Resnick. Border violence is spiraling out of control, with drug traffickers killing even women, children, and sick people in emergency rooms, a point emphasized later by Strafor’s Fred Burton. Kidnapping is likewise on the rise. Seven thousand guns used in crimes in Mexico were traced to the U.S. in 2009, up from 3,000 in 2008. Most of those guns were bought in Texas. In Resnick’s view, the border needs more “dollars, courts, and lawyers,” and those law enforcement and legal/judicial officials who work there should get the same locality pay as those who work in Houston.

Resnick says that Houston is a major [human trafficking] hub and trans-shipment point.” Russians pay $50,000 to be smuggled into the state; Chinese, $25,000-$40,000; and “special interest aliens” from “countries of concern” in the Mideast and South Asia are being smuggled into Texas at a cost of $1500-2000 per person. Some are then held for ransom or the sex trade, with at least one such case each month. Increasingly, drug traffickers are diversifying into human trafficking as well.

Resnick concluded, chillingly, by saying that “Al Qaeda is patient, and time is on their side.”

**Non-Governmental Organizations and Natural Disaster Preparedness**

Non-governmental organizations play a significant role in disaster relief in the Houston area. Among them, Volunteer Agencies Active in Disaster is particularly strong.

The Red Cross is, of course, one of the nation’s largest relief NGOs, with the goal, post-disaster, of preventing any additional loss of life due to inadequate food, water, or shelter. Tim Kidwell, the Senior Director of Emergency Services for the Greater Houston Area Chapter, says most of the Red Cross’ work is done in the pre-disaster planning phase. There are some 165 shelters in Houston, mostly in churches. (Texas has a state-wide shelter plan that activates when a Category 3 hurricane or larger approaches, the goal of which is to move people as far inland as possible. Dallas, Fort Worth, San Antonio, and Austin all serve as additional shelter hubs. Texas also has “special needs” shelters, which Baptist Family and Children’s Organization is contracted to run.) The Red Cross can house 3,000 people; provide overnight shelter for 22,000; and supply 4.5 million meals. They have contracts to provide mental health services to 23,000 people, and other health services to 21,000. There are some 1,000 local volunteers. The “Ready When the Time Comes” program has trained more than 300 corporate volunteers over the past two years, 86 of whom responded during Hurricane Ike. Partnering with corporations and faith-based groups is among Houston’s best practices, says Kidwell. He goes on
to add that a key preparedness gap is the tendency of people to defer preparing for disaster until it is too late to do much to mitigate it. Kidwell attributes this gap primarily to a lack of funding to heighten awareness. (“PSAs are run by TV and radio stations at 2 a.m., Kidwell says.)

Like others in this field, the Red Cross views local schools as one of the best networks for distributing information, and they have designed a disaster preparedness curriculum that teachers can integrate with math, science, or history courses at three different levels. These courses cost only $45 per copy, but most teachers are too focused on teaching to standardized tests.

Rolan Chambliss, Disaster Coordinator for the Salvation Army, says that their top priorities are feeding people and ministering to their spiritual needs. Unlike the Red Cross, the Salvation Army is not much of a shelter provider, but they do routinely shelter the homeless. Chambliss says that they cannot function without volunteers, but volunteers “have to be watched.”

One of Chambliss’ toughest challenges during natural disasters is the inaccessibility of fuel and generators. He adds that another obstacle to better preparedness is a tendency “to focus on the catastrophic rather than the ordinary.” Preparedness tends to focus on the next Category 5 hurricane rather than the far more likely fire or flood that destroys 5 blocks.

To alert people to the need to prepare, Chambliss advocates a reversion to the old civil defense plans with, say, the National Oceanic and Atmospheric Administration siren warnings, and the use of new tools like pop-up Google alerts and ads.

**Government and Natural Disaster Preparedness**

Through the Homeland Security Grant Program, Houston received grant funding of $38 million in 2008, a 33 percent increase from 2007. This funding includes the State Homeland Security Program, Urban Area Security Initiative, Citizen Corps, and the Metropolitan Medical Response System. Additionally, Houston received $32 million in funds that included transit security and port security grants for 2008 through the Infrastructure Protection Program, a 48 percent increase from the year before. With significant funding available to the region, Houston has focused its planning, prevention, and response efforts in three major areas: unified hurricane planning; IEDs; and pandemic influenza. As previously mentioned in the “Preventers and Responders” section, Houston has a phased approach to accomplish its goals in these areas and will receive a total of $9 million over two years in order to accomplish these goals.

Harris County’s Citizen Corps Program is one of the best in the nation. During Hurricane Katrina it mobilized more than 60,000 volunteers. Citizen emergency response teams are linked to Houston’s fire stations.

The National Weather Service has similarly worked to inform and involve the community in preparedness, primarily through their annual Hurricane Workshop. While the focus has changed over the years, it now focuses on “John Q. Public,” according to Gene Hafele of the National Weather Service’s Houston/Galveston Weather Center. Average attendance is somewhere between 1,500 and 2,000 people each year.
In terms of disaster preparedness and relief, the National Weather Service naturally plays a significant role, holding conference calls with local emergency managers at a minimum of every six hours during disasters.

One of the greatest obstacles to disaster relief is the divergence between expectations and reality. People think FEMA can do more than it actually can. According to Brian Ellis, Preparedness Analysis and Planning Officer for FEMA Region VI, a lot of communities think, incorrectly, that FEMA will pay all costs for disaster relief or evacuation. Furthermore, FEMA has rules and regulations it must follow that can make it slow to respond; its strength is pre-planning, not emergency management.

FEMA has engaged in several efforts to better prepare for hurricanes. These include: the Gap Analysis Program; After-Action Program; Comprehensive Hurricane Emergency Management Strategy; and Re-Entry Analysis. The Gap Analysis Program is a planning tool used to identify and mitigate gaps in state and federal support. This analysis is performed through data collection on commodities, shelter, and a host of other information from states so as to enable local partners to better forecast what will be needed in the event of a catastrophe. The After-Action Program provided 180 recommendations as to how FEMA can improve its response and assign personnel to problematic areas. The Comprehensive Hurricane Emergency Management Strategy helps determine which tools emergency managers need. FEMA looks at hurricane preparedness not just in terms of response, but response recovery as well. The last of these efforts is Re-Entry Analysis, namely identifying who needs to go in after a disaster, what the time sequence of each phase is, and in what order.

The director of county security and emergency management in the Houston area, Harris County Judge Edward Emmet, lists a number of keys to successful relief efforts, with the caveat that planning is far from where it needs to be. Emmet believes that, for example, sites should be pre-designated, but not made public, so in the event of a disaster, emergency management personnel can evaluate which sites are still accessible and people will not show up before supplies arrive.

The two toughest challenges in any catastrophe, according to Emmet, are losing water and power. During Hurricane Ike, Houston came perilously close to losing water supply. In response, Emmet is supporting legislation requiring every utility district to have natural gas-fueled back-up generation.

Emmet is beginning to work with the railroads so Houston can use locomotives as generators in the wake of storms. With train tracks all over the city, locomotives can set up in most locations, potentially powering entire neighborhoods.

Emmet believes that the Stafford Act, which is designed to coordinate orderly disaster response assistance from the federal government to state and local governments, is indicative of a broken system that does not incentivize cities to make the safest decision for their citizens. For example, cities like South Padre Island are reluctant to order evacuations during hurricanes because they fear not being reimbursed for their costs.

**Leading Thinkers**

According to Joan Neuhaus Schaan, Fellow in Homeland Security and Terrorism at Rice University’s James A. Baker III Institute for Public Policy, the co-host of the roundtable, instilling a “culture of
preparedness” is critical to more effective emergency management. When preparedness becomes part of a culture, people will take responsibility for themselves. Until then, they will continue to expect the government to do most of the work.

While the federal government will always play a significant role in emergency management, it cannot possibly know or do as much as locals. Partnerships between local teams and federal teams are critical to ensuring a more effective response. Threats to coordination must be minimized and include the private sector, which owns 85 percent of the nation’s critical infrastructure.

To stress the necessarily shared nature of the homeland security enterprise, Schaan suggests adopting the term “civil security” in place of “homeland security.”

Texas A&M University’s Dr. David McIntyre argued that there is “still no clear definition of homeland security,” and he complained that government bureaucracy lacks the necessary imagination to counter the terror threat. In his view, a key to solving the problem of terrorism is finding something positive for disaffected young Muslims to do.

Concluding the roundable was former Deputy CIA Director Bobby Inman, now at the LBJ School at the University of Texas in Austin. Inman says that Al Qaeda is well-dispersed around the globe, and that, therefore, it would be “foolish to believe that we don’t have some right here in the U.S.” The Mumbai attack was striking in his view because of the number of people a small number of terrorists were able to kill so efficiently. He fears that a Mumbai-scale attack, where a ship is hijacked and then used as a vehicle to get into the center of the city, could be replicated in Houston with its proximity to a port and petrochemical facilities. A series of fires and explosions at the refineries, with random shooting of pedestrians in downtown Houston, would create “real terror.”
APPENDIX
EXHIBIT A

Ford Foundation - Aspen Institute - James A. Baker III Institute for Public Policy - Greater Houston Partnership – Houston Endowment
Roundtable on Houston’s Preparedness for Terrorism and Catastrophic Natural Disasters

Location: Rice University’s James A. Baker III Institute
6100 Main Street, Baker Hall, Suite 120, Houston, Texas 77005

January 27 - 29, 2009

AGENDA

TUESDAY, JANUARY 27, 2009

Welcoming Remarks: 9:00 a.m. - 9:15 a.m.

Joan Neuhaus Schaan
Fellow in Homeland Security and Terrorism
James A. Baker III Institute for Public Policy
Rice University

Clark Kent Ervin
Director
Homeland Security Program
The Aspen Institute

Keynote Address: 9:15 a.m. -10:15 a.m.

The Honorable William White
Mayor of Houston

Introduction by:

Ambassador Edward P. Djerejian
Founding Director
The James A. Baker III Institute for Public Policy
Rice University

Break: 10:15 a.m.-10:30 a.m.

Aviation Security: 10:30 a.m. -12:00 p.m.

Arthur J. Meinke
Federal Security Director
George Bush Intercontinental Airport

Gregory J. Fremin
Captain
Houston Police Department
Airport Division, George Bush Intercontinental Airport

Jeffrey O. Baldwin
Director, Field Operations
U.S. Customs and Border Protection
Department of Homeland Security

Joanne R. Oxford
Special Agent in Charge
Federal Air Marshal Service
Houston Field Office

Ray White
Deputy Area Director
South Central Area
Transportation Security Administration

Luncheon Address: 12:00 pm. – 1:00 p.m.

Charles A. McClelland
Executive Assistant Chief of Police
Houston Police Department

Port Security: 1:00 p.m. - 2:30 p.m.

John Peterlin III
Captain
Senior Director of Marketing and Administration
Port of Galveston, Texas

William J. Diehl
Captain
Commander, Sector Houston-Galveston
United States Coast Guard

William Crews
Port Security & Emergency Operations Manager
Port of Houston Authority

Break: 2:30 p.m. - 2:45 p.m.

Mass Transit: 2:45 p.m. – 4:15 p.m.
Thomas C. Lambert  
*Senior Vice President & Chief of Police*  
*Department of Public Safety*  
*Metropolitan Transit Authority of Harris County (METRO)*

Gary A. Gordon, P.E.  
*Transportation Security Administration/Surface Transportation Security Inspection Program, South Central Region Assistant Federal Security Director-Surface*

**WEDNESDAY, JANUARY 28, 2009**

**Critical Infrastructure, Icons, and Soft Targets:** 9:00 a.m.-10:30 a.m.

Angel Zayas  
*Director of Security*  
*Houston Astros Baseball Club*

Fernando Bertrand  
*Chief of Police/Director*  
*Texas Medical Center*  
*Police and Security Services*

Alan Mather  
*NASA Johnson Space Center*  
*Protective Services Division*  
*Center Operations Directorate*

**Break:** 10:30 a.m. - 10:45 a.m.

**Critical Infrastructure, Icons, and Soft Targets:** 10:45 a.m. – 12:00 p.m.

Jim F. Snyder  
*Manager of Global Security*  
*Conoco Phillips*

William N. Wilkins  
*Corporate Security Projects Manager*  
*Valero Energy Corporation*

Dirk L. Suter  
*Manager, Corporate Security*  
*Reliant Energy, Inc.*

**Lunch:** 12:15 p.m. – 1:00 pm.
Preventers and Responders: 1:00 p.m. – 2:30 pm.

Daniel Gary Snell
*Executive Assistant Fire Chief*
*Planning and Homeland Security*

John Karshner
*Sergeant*
*Houston Regional Intelligence Service Fusion Center*

Dennis J. Storemski
*Director*
*Mayor’s Office of Public Safety and Homeland Security for the City of Houston*

Dr. David Persse
*Public Health Authority*
*EMS Physician Director*
*City of Houston*

Break: 2:30 p.m. - 2:45 p.m.

Border Security: 2:45 p.m. - 4:15 p.m.

Susan Resnick
*Terrorism and National Security Division*
*United States Attorney’s Office*
*Houston, Texas*

E. Adrian Hawkins
*Special Agent*
*Infragard Coordinator*

Robert Janusaitis
*President*
*Houston InfraGard Members Alliance*

THURSDAY, JANUARY 29, 2009

Non-Governmental Organizations: 9:00 a.m. -10:30 a.m.

Timothy Kidwell
*Sr. Director, Emergency Services*
*Greater Houston Area Chapter*
*American Red Cross*

Rolan Chambless
Disaster Coordinator
The Salvation Army

Break: 10:30 a.m. - 10:45 a.m.

The Honorable Sheila Jackson-Lee
Chair, Subcommittee on Transportation and Infrastructure Protection
Chair, Subcommittee on Border, Maritime, and Global Counterterrorism
Committee on Homeland Security
U.S. House of Representatives
18th District of Texas

Natural Disaster Preparedness: 10:45 a.m. - 12:15 p.m.

Gene Hafele
National Weather Service
Houston/Galveston Weather Center

Brian Earl Ellis
Preparedness Analysis and Planning Officer
National Preparedness Division
Federal Regional Center, FEMA Region VI
Department of Homeland Security

Luncheon Address: 12:15 p.m. - 1:00 p.m.

The Honorable Edward M. Emmet
Harris County Judge

Leading Thinkers: 1:00 p.m. - 2:30 p.m.

Joan Neuhaus Schaan
Fellow in Homeland Security and Terrorism
James A. Baker III Institute for Public Policy
Rice University

Dr. Dave McIntyre
Director
Integrative Center for Homeland Security
The Bush School of Government and Public Service
Texas A&M University

William Fredrick Burton
Vice President
Counterterrorism and Corporate Security
Stratfor
Break: 2:30 p.m. - 2:45 p.m.

Closing Address: 2:45 p.m.

The Honorable Admiral Bobby R. Inman
The Lyndon B. Johnson School
University of Texas
EXHIBIT B

Ford Foundation - Aspen Institute - James A. Baker III Institute for Public Policy - Greater Houston Partnership – Houston Endowment
Roundtable on Houston’s Preparedness for Terrorism and Catastrophic Natural Disasters

Location: Rice University’s James A. Baker III Institute
6100 Main Street, Baker Hall, Suite 120, Houston, Texas 77005

January 27 - 29, 2009

PARTICIPANT BIOGRAPHIES

Jeffrey Baldwin

Jeffrey O. Baldwin, Sr. Director, Field Operations, Houston is a Senior Executive with U.S. Customs and Border Protection (CBP). Mr. Baldwin has oversight responsibility for the entrance and exit of all international passengers, carriers and cargo within the Houston Field Office jurisdiction, which include Houston, Dallas, San Antonio, Austin, Lubbock, Port Arthur, Corpus Christi, Amarillo, Freeport, Midland, Oklahoma City and Tulsa, Oklahoma. Mr. Baldwin provides guidance to the ports under his leadership through policy implementation and quality management.

Mr. Baldwin has more than 30 years of federal service, in which he has served as Director, Field Operations for Customs and Border Protection’s North Florida Field Office (Tampa, FL), Area Port Director of Savannah, GA, Port Director of the Miami Seaport and as the Port Director, Miami International Airport.

Mr. Baldwin has represented the United States on Customs related matters in Europe, Central & South America, and Africa. Mr. Baldwin is an honor graduate from Temple University. He has served on the Customs and Border Protections National Professionalism Board and was instrumental in the revision of the agency’s personal search standards and participated in the establishment of the agency’s Discipline Review Board (DRB).

A distinguished Marine Corps veteran, Mr. Baldwin continues to foster partnerships between the Federal Government and the local and international public it serves, balancing goals of anti-terrorism, enforcement and facilitation.

Fernando Bertrand

Fernando Bertrand was appointed Chief of the Texas Medical Center Police Department on February 22, 2007.

Chief Bertrand has served in the Texas Medical Center community since January, 1997. Previously, he held positions as Assistant Director and Security Operations Manager of Police and Security Services.
Over the past 11 years, he has overseen new growth in the department, which includes standardization of professionalism, ethics and training, as well as the recent reactivation of the Texas Medical Police Department. The department is comprised of Patrol (Police and Security), Communications and Parking Enforcement. Texas Medical Center is made up of 46 member institutions and encompasses over 1,000 acres in the South Main area with other locations throughout Houston, Texas.

Chief Bertrand has over 20 years of combined law enforcement and security background. He served as a Galveston Police Officer prior to coming to the Texas Medical Center, in 1997 where he served in Patrol and Field Training operations, Tactical Teams, and Academy training. He was awarded the department’s Combat Ribbon for valor.

William F. Burton

William Fredrick (Fred) Burton is Vice President for Counterterrorism and Corporate Security at Stratfor, the largest global private intelligence company. At Stratfor, Mr. Burton advises corporate, institutional and government clients on how to develop the most effective security techniques, how to assess threats and potential deficiencies.

Mr. Burton is a former State Department counter terrorism Special Agent who orchestrated the arrest of Ramzi Yousef, the mastermind of the first World Trade Center bombing. Mr. Burton also conducted the debriefings of the U.S. hostages held in Lebanon; investigated the plane crash which killed President Zia of Pakistan, the U.S. Ambassador, and U.S. Army General; was instrumental in the development of the State Department’s Rewards for Justice Program to target terrorists like Ramzi Yousef and Osama Bin Laden; investigated the assassination of Israeli President Rabin; the killing of Rabbi Meir Kahane; the al-Qaeda New York City bombing plots; the Libyan backed terrorist attacks on Diplomats in Sanaa and Khartoum; and countless other terrorist attacks and threats around-the-globe.

In his career, Mr. Burton has bridged the gap between government experience and corporate security. He has worked for the world’s largest computer company, where he was responsible for global intelligence and threats; He also designed a unique and specialized protective program designed to safeguard CEOs, their families and corporations in the post-911 world. This unique protective model is non-traditional, and has been utilized by many of the world’s leading companies looking for an effective and innovative approach to protection that is extremely cost effective.

Mr. Burton has also worked for the U.S. Secret Service and served as a police officer in Montgomery County, Maryland.

Rolan Chambless

Rolan has been an employee of The Salvation Army since 1985. He has spent most of his life around the Army. His parents were Salvation Army officers and that played a lot in his decision to go to work for The Salvation Army. He is a member of The Salvation Army Northwest Corp (church). He plays in The Salvation Army band and sings in the songsters (choir).
Rolan has been in the Houston area since 1988 but is a native Texan. He is part of the Houston Area Command Management team. He is responsible for working with the United Way, on disaster work projects both local and statewide, Christmas special assignments, and anything else that can enhance the work of The Salvation Army in Harris, Ft Bend & Montgomery Counties.

William Crews

William H. Crews, CPP, joined the Port of Houston Authority as the Port Security & Emergency Operations Manager in 2008. A veteran security professional who most recently served as Chief of Security at NASA’s flight research facility in California, Crews is responsible for directing and monitoring the PHA’s security operations and programs, including meeting Coast Guard and other regulatory requirements as well as maintaining oversight of the Police Department. A Certified Protection Professional (CPP), an internationally recognized board certification in Security Management, Crews was a sworn federal law enforcement agent. He brings nearly 20 years of professional experience to the position and was formerly affiliated with NASA’s Dryden Flight Research Center. Crews served as a security executive for the Office of U.S. Trade Representative (part of the Executive Office of the President), U.S. Agency for International Development, U.S. Information Agency, the DEA and Naval Surface Warfare Center.

William J. Diehl

After graduating from the U.S. Coast Guard Academy, Captain Diehl’s was first assigned to the USCGC SHERMAN as assistant engineer in Alameda, California. He entered the Marine Safety field in 1984 as a marine inspector of commercial vessels in the shipyards and bayous around New Iberia, Louisiana.

Following graduate school at the University of Michigan, Captain Diehl conducted a tour as naval architect at the Coast Guard Marine Safety Center (MSC) in Washington, DC. While at the MSC, Captain Diehl helped establish the MSC’s salvage team, and later led the response to major marine casualties on the tank ships Mega Borg and Jupiter.

In 1993, Captain Diehl began three consecutive field tours with assignment to the Marine Safety Office (MSO) in Corpus Christi, Texas as Chief of Inspections and Chief of Response Operations. In 1996, he moved to MSO Detroit where he served as the Executive Officer. In 1999, he assumed command of MSO Duluth.

From July 2002 to April 2004, Captain Diehl was assigned to the Fourteenth Coast Guard District in Honolulu, Hawaii where he managed the international and domestic marine safety regulatory programs in the Asia-Pacific region.

Captain Diehl most recently served as the Coast Guard Liaison to the Panama Canal Authority and worked with the operational managers on all aspects of security, maritime transportation, and environmental protection. He sat on the Canal’s operational board, ensuring its staff of 9,400 was organized, trained, and equipped to move 14,000 vessels per year safety through the Canal.
Captain Diehl wears several military decorations including two Coast Guard Meritorious Service Medals, three Coast Guard Commendation Medals, and a Coast Guard Achievement Medal.

**Ambassador Edward Djerejian**

Ambassador Edward P. Djerejian, the founding director of the James A. Baker III Institute for Public Policy at Rice University, is one of the United States' most distinguished diplomats, whose career has spanned the administrations of eight U.S. presidents. Ambassador Djerejian is a leading expert on the complex political, security, economic, religious and ethnic issues of the Middle East. He has played key roles in the Arab–Israeli peace process, the U.S.-led coalition against Saddam Hussein’s invasion of Kuwait, successful efforts to end the civil war in Lebanon, the release of U.S. hostages in Lebanon, and the establishment of collective and bilateral security arrangements in the Persian Gulf.

Prior to his nomination by President Bill Clinton as U.S. ambassador to Israel, he served both President George H.W. Bush and President Clinton as assistant secretary of state for Near Eastern affairs and President Ronald Reagan and President Bush as U.S. ambassador to the Syrian Arab Republic. Djerejian has also served as deputy assistant secretary of Near Eastern and South Asian Affairs, as deputy chief of the U.S. mission to the Kingdom of Jordan, and as special assistant to President Reagan and deputy press secretary for foreign affairs in the White House.

Djerejian joined the Foreign Service in 1962, and his assignments included political officer in Beirut, Lebanon, and Casablanca, Morocco; he also was consul general in Bordeaux, France. He headed the political section in the U.S. Embassy in Moscow during the critical period in U.S.–Soviet relations marked by the invasion of Afghanistan. He served in the United States Army as a first lieutenant in the Republic of Korea following his graduation from the School of Foreign Service at Georgetown University.

Djerejian has been awarded the Presidential Distinguished Service Award, the Department of State’s Distinguished Honor Award, the President’s Meritorious Service Award, the Anti-Defamation League’s Moral Statesman Award, and the Ellis Island Medal of Honor.

He is managing partner of Djerejian Global Consultancies, LLP, and is also on several public and nonprofit boards, including the Brookings Doha Center International Advisory Group.

**Brian Ellis**

Brian Ellis is a Preparedness Analysis and Planning Officer in the National Preparedness Division for FEMA’s Region VI. In this role, Ellis is responsible for coordinating the regional implementation of national preparedness programs, policies, goals, and objectives, collecting and analyzing operational and preparedness capabilities, as well as risk factors unique to the region, developing annual and multi-year regional preparedness strategies and plans, and liaising and facilitating planning efforts within the region.

Prior to his current role, Ellis held various other positions at FEMA, including Coordinator of the National Incident Management System and Technological Hazards Program Specialist. From 1982 to 2002, Ellis rose through the ranks of the United States Air Force in the department of Fire Protection,
Ellis has taught as an Associate Professor at Arkansas Technical University and Central Texas College, and has helped to develop fire training courses at Southern Arkansas University and the Missouri State Department of Public Safety. He has also been a member of numerous fire safety committees, including the International Fire Training Accreditation Team and the Fire Instructor Professional Qualifications Committee. He is a certified Fire Officer IV, Fire Instructor III, Fire Inspector III, HAZMAT Technician (T-T-T), HAZMAT Incident Command (T-T-T), Airport Firefighter, EMT, Nuclear, Biological, and Chemical Technician and Incident Command (T-T-T), Anti-terrorism Force Protection Level II Trainer, Master Instructor, and Occupational Instructor.

The Honorable Edward Emmett

Edward M. Emmett was unanimously appointed County Judge by Harris County Commissioners Court on March 6, 2007, upon the resignation of former Judge Robert Eckels. A member of the Texas House of Representatives from 1979 to 1987, Emmett served East Harris County, from Kingwood to Baytown. He was chairman of the Committee on Energy, a member of the Transportation Committee, and represented the state on numerous national committees relating to energy and transportation policy.

In 1989, President George H. W. Bush nominated Emmett as a Commissioner at the Interstate Commerce Commission. After being confirmed unanimously by the United States Senate, he served on the commission for three years. As County Judge, Emmett serves on numerous boards and commissions, including the Harris County Juvenile Board, the County Executives of America, the Texas Environmental Research Consortium, the Houston-Galveston Area Council, the Transportation Policy Council, board member and Legislative Committee, and the Harris County Joint City/Council Commission on Children. Judge Emmett also serves on the Advisory Board of the U. S. Merchant Marine Academy, the Board of Advisors to the Academy’s Global Maritime and Transportation School, the University of Houston College of Technology Board of Advisors and the Board of Directors of the American Society of Transportation and Logistics.

Prior to being appointed County Judge, Emmett founded The Emmett Company, a multi-faceted international consulting and marketing firm specializing in policies, products and services primarily related to the transportation industry. His previous private sector experience includes service as president and chief operating officer of the National Industrial Transportation League.

Clark Kent Ervin

A native Houstonian, he served in the state government of Texas from 1995 to 2001, first as Assistant Secretary of State, and then as a Deputy Attorney General.

He has practiced law twice in the private sector, with the Houston based firms of Vinson & Elkins, and Locke, Liddell, & Sapp, respectively.

In addition to his work at The Aspen Institute, Mr. Ervin is an on-air analyst and contributor at CNN, where he focuses on homeland security, national security, and intelligence issues. He is frequently cited as an expert on these matters by major national and international publications, including The Wall Street Journal, Time magazine, and The Economist. His opinion pieces have appeared in, among other papers, The New York Times and The Washington Post. His book on homeland security, titled, “Open Target: Where America is Vulnerable to Attack,” was published by the St. Martin’s Press imprint, Palgrave Macmillan, in May, 2006. Mr. Ervin is a member of the Council on Foreign Relations, the Asia Society, and the American Association of Rhodes Scholars.

**Gregory Fremin**

Captain Fremin joined the Houston Police Department in 1984 at the age of 19, becoming a member of Cadet Class 119. Upon graduation from the Houston Police Academy, and fulfilling the requirements of the field training program, he served as a patrol officer for eight years.

After promoting to the rank of sergeant in 1992, he utilized his experience, professionalism and leadership attributes to attain the rank of lieutenant in 2001, and ultimately to the highly regarded and challenging position of captain in 2006.

In addition to his aforementioned accomplishments, Captain Fremin has significantly contributed to the Houston Police Department by being active in the Special Response Group for crowd control and catastrophic events, and as a member of the HPD Honor Guard where he participates in ceremonial events such as police officer funerals and other formal law enforcement services at local, state and federal levels. He is also a graduate of the FBI National Academy and the United States Secret Service Dignitary Protection Seminar.

Captain Fremin’s current assignment is Commander of the Airport Division with responsibility for providing safety and security for both of Houston’s airports, as well as Ellington Field, and coordinating functions with the many other entities involved in regulation and operation of airport facilities.

**Gary Gordon**

Gary Gordon is Assistant Federal Security Director–Surface Transportation for TSA’s Surface Transportation Security Inspection Program’s South Central Region headquartered in Houston, TX. Prior to joining TSA, Mr. Gordon was employed as Assistant Chief Engineer Design & Construction for the former Boston & Maine Railroad/Guilford Rail System; President and founder of a transportation consulting firm in the Northeast specializing in railroad and transit systems; and an engineer for the former Interstate Commerce Commission in Washington, DC.
Mr. Gordon is a retired Lt. Col. from the U.S. Army Reserve. He was dual qualified as an engineer and transportation corps officer. Relevant transportation assignments included the U.S. Transportation Command (USTRANSCOM), former Military Traffic Management Command, 1205th Transportation Railway Operating Battalion and 7th Transportation Group. Noteworthy assignments included USTRANSCOM Liaison Officer to the U.S. European Command during Operation Allied Force and railroad expert to the U.S. Defense Threat Reduction Agency for the Cooperative Threat Reduction Program, Ukraine.

Mr. Gordon is a Registered Professional Engineer and member of numerous professional associations and committees, to include the Houston-Galveston Area Maritime Security Committee and American Public Transportation Association Infrastructure Security Working Group.

Gene Hafele

Gene Hafele has worked for the National Weather Service since July 1974 or for 34 years. His career began as a Meteorologist Intern at the forecast office in Fort Worth. He served as the Disaster Preparedness Meteorologist at the Houston Weather Service Office (1977-1979) and as Meteorologist-in-Charge of the Weather Service Office in Galveston (1979-1980), before returning to Fort Worth as Journeyman Forecaster. In 1982, Hafele helped establish the National Aviation Weather Advisory Unit in Kansas City, Mo. and then brought his aviation weather forecasting skills to the Spaceflight Meteorology Group (SMG) at the Johnson Space Center in 1984. During the next nine years, he served as Lead Forecaster for nine space shuttle missions. In 1993, he accepted the position of Warning and Coordination Meteorologist for the Houston/Galveston forecast office and served as the acting Meteorologist-in-Charge from September 2007 through January 2008 in Bill Read’s absence. In April 2008, he assumed the duties of being the full time Meteorologist-in-Charge for the Houston/Galveston National Weather Service Forecast Office.

Adrian E. Hawkins

Mr. E. Adrian Hawkins is the InfraGard Coordinator for the FBI Houston Division. He has held this position since December 2006. InfraGard is an information sharing and analysis effort serving the interests and combining the knowledge base of a wide range of members. At its most basic level, InfraGard is a partnership between the FBI and the private sector.

Mr. Hawkins entered on duty as a special agent of the FBI in February 2003. After completing new agent training, he was assigned to the FBI office in Houston, Texas, where he conducted investigations relating to computer intrusions, internet fraud, and child pornography.

Mr. Hawkins entered the United States Air Force (USAF) in 1999. Mr. Hawkins commenced with various computer-communication leadership assignments in military units located at Virginia and Massachusetts. After achieving the rank of 1st Lieutenant, he culminated his four-year military career in 2002.
Admiral Bobby Inman

Admiral Inman graduated from the University of Texas at Austin in 1950, and from the National War College in 1972. He became an adjunct professor at the University of Texas at Austin in 1987. He was appointed as a tenured professor holding the Lyndon B. Johnson Centennial Chair in National Policy in August 2001. He served as Interim Dean of the LBJ School of Public Affairs from 1 January to 31 December 2005.

Admiral Inman served in the U.S. Navy from November 1951 to July 1982, when he retired with the permanent rank of Admiral. While on active duty he served as Director of the National Security Agency and Deputy Director of Central Intelligence. After retirement from the Navy, he was Chairman and Chief Executive Officer of the Microelectronics and Computer Technology Corporation (MCC) in Austin, Texas for four years and Chairman, President and Chief Executive Officer of Westmark Systems, Inc., a privately owned electronics industry holding company for three years. Admiral Inman also served as Chairman of the Federal Reserve Bank of Dallas from 1987 through 1990.

Admiral Inman’s primary activity since 1990 has been investing in start-up technology companies, where he is a Managing Partner of Gefinor Ventures. He is a member of the Board of Directors of Massey Energy Company and of several privately held companies. He serves as a Trustee of the American Assembly and the California Institute of Technology. He is a Director of the Public Agenda Foundation and is an elected Fellow of the National Academy of Public Administration.

Bob Janusaitis

Bob Janusaitis is the founder, president, and CEO of Business911 International, Inc. He has over 30 years of experience in risk management including: cyber-security, information systems audit, disaster recovery, business continuity, and emergency response. His background includes fire fighting, serving as an emergency medical technician, and as a NGO representative for county emergency operations.

His business process engineering experience spans numerous industries/sectors including: energy, healthcare, manufacturing, distribution, financial services, critical infrastructure, and key resources. Bob is a Certified Information Systems Auditor (CISA), Certified Information Security Manager (CISM), Certified Business Continuity Professional (CBCP), and holds a graduate Certificate of Homeland Security (CHLS).

He has been an officer or board member on numerous industry professional associations locally and nationally. Bob is the current president of the not-for-profit Houston InfraGard chapter a public/private partnership with the FBI to protect the US critical infrastructure. He is on the steering committee for SecureWorld, and a member of the Business Reporting Working Group of the International Center for Enterprise Preparedness (INTERCEP). Bob currently provides consulting services to the private, public, and not-for-profit sectors to integrate organizational risk management objectives with a comprehensive, national, all-hazards approach to domestic incident response as defined at the national level.
**John Karshner**

Sergeant John Karshner is a twenty-seven year veteran of the Houston Police Department, assigned to the Criminal Intelligence Division’s Community Defense Unit. This unit has the responsibility of gathering intelligence and monitoring those events and activities that pose a hazard to the community to include terrorism and other threats. Sergeant Karshner is the group supervisor for the Houston Regional Intelligence Service fusion center whose members include representatives from DPS Intelligence, the Harris County Sheriffs Office, the Metro Transit Police, the Department of Homeland Security, and the HPD.

He is a licensed police instructor by the Texas Commission of Law Enforcement Standards and Education (TCLEOSE) and an adjunct instructor at the Houston police academy. He is also an adjunct instructor of American History at Kingwood College in Kingwood, Texas.

Sergeant Karshner has authored many documents for the police department including the Department’s first comprehensive standard operating procedure manual, the security plan for the 1992 Republican National Convention in Houston, and white papers dealing with the gang dynamic and the rave & club drug phenomenon.

**Thomas C. Lambert**

Thomas C. Lambert is Senior Vice President & Chief of Police of the Department of Public Safety for the Metropolitan Transit Authority of Harris County (METRO), serving Houston and much of Harris County, Texas. He is responsible for directing and managing police operations, traffic management activities, high occupancy vehicle lane operations and management, emergency preparedness and operations, intelligent transportation systems projects and system safety. Before joining METRO in 1979, Mr. Lambert served as Senior Police Officer with the Austin, Texas Police Department. On July 2007, he was appointed as a member of the Intelligent Transportation Systems (ITS) Advisory Committee for the United States Department of Transportation, he is Chairman of ITS America’s Nominating Committee, Immediate Past Chairman of the Intelligent Transportation Society (ITS) of America’s Board of Directors and member of its Executive Committee, Chairman of the Leadership Team at Houston TranStar (the region’s transportation and emergency management center), member of the Advisory Board of the University of Houston-Downtown Criminal Justice Training Center Law Enforcement Academy, member of the FBI’s Joint Terrorism Task Force Executive Board, and life member of the International Association of Chiefs of Police. Mr. Lambert is currently a member of two NCHRP project panels and one Transit Cooperative Research Program (TCRP) panel, all dealing with emergency management and public transportation security issues.

**Alan Mather**

Alan Mather is the Chief of Protective Services at the NASA Johnson Space Center, Houston, Texas. As such, he is responsible for the Office of Center Security, the Office of Emergency Management, and the Travel Office for JSC proper as well as Ellington Field, Sonny Carter Training Facility and White Sands Test Facility in New Mexico.
Prior to joining NASA in 2002, Mr. Mather served as the Security Manager for the Joint Interagency Task Force East—the nation’s premier counterdrug interdiction agency—with responsibility for the execution of highly complex security, asset and force protection programs.

He worked previously with private industry as a Manager for a southeast-based private security services company in Florida; a Security Manager for a Saudi Arabian-owned company in Riyadh, Saudi Arabia; and as a Security Consultant in North Carolina.

Mr. Mather served on active duty as an Army Military Intelligence Officer with various tactical and staff assignments and participated in combat deployments to Panama and Saudi Arabia. Attaining the rank of Major, his assignments included Deputy Group Operations Officer, 4th Psychological Operations Group, in charge of the planning and execution of psychological operations during Desert Shield and Desert Storm.

He also served as a counterterrorism analyst supporting the security efforts for the 1988 Olympic Games in Seoul, Korea. As a company grade officer, he served in 82nd Airborne Division as an Intelligence Officer for the 3rd Battalion 505th Infantry (Airborne). He is a master rated military parachutist.

**Dr. Dave McIntyre**

Dr. Dave McIntyre is the Director of the Integrative Center for Homeland Security at Texas A&M University. He also teaches homeland security and terrorism at the Bush School for Government and Public Service at Texas A&M University, where he directs the graduate Certificate for Homeland Security program. He hosts the weekly radio commentary “Just a Minute for Homeland Security” and co-hosts the hour long program “Homeland Security: Inside and Out,” broadcast weekly on KAMU in College Station Texas, and streamed worldwide on the internet. (See http://homelandsecurity.tamu.edu for details) He is presently directing the establishment of a Masters of Science degree in Policy, Science, and Technology for Homeland Security at Texas A&M.

Dr. McIntyre is on the Steering Committee of the Homeland Security/Defense Educational Consortium, which includes more than 150 universities, and USNORTHCOM. He also serves as Academic Advisor to the University and Colleges Committee of the International Association of Emergency Managers, and on the Board of Directors of the InfraGard National Members Alliance, a public-private partnership with the FBI. He has been nominated by the White House for membership on the National Security Education Board, and is awaiting Senate confirmation.

A nationally recognized analyst and teacher specializing in national and homeland security, Dr. McIntyre is a 30 year Army veteran, who has been designing and teaching national and homeland security strategy at senior levels of government for more than 20 years. Between 2001 and 2003, Dr. McIntyre served as Deputy Director of the ANSER Institute for Homeland Security, the nation’s only not-for-profit think tank focused solely on homeland security. In 2001 Dr. McIntyre retired from the U.S. military as the Dean of Faculty at the National War College. He also served in the Office of the Army Chief of Staff, and as the speechwriter for the Commander of all US forces in the Asia-Pacific region. He taught English as a faculty member at West Point. He was airborne, ranger, and jumpmaster qualified, and served in airborne and reconnaissance units. During his career, he led or participated in
delegations to more than two dozen countries.

Dr. McIntyre’s media work includes scores of national appearances on CNBC, FOX, ABC, MSNBC, CNN’s Crossfire, CSPAN, The History Channel, Voice of America, and the US State Department’s “Dialogue” series. Internationally, he has been on Australian, British, Canadian, Egyptian, French and German television. He also participated in many national and international radio programs, appearing with Bill Press, Oliver North, Janet Parshall, and Armstrong Williams in the US, Roy Green in Canada, and the BBC worldwide. In Washington, DC, he contributed to WMAL, WTOP, and NPR radio, and appeared more than 80 times on WUSA-TV. During the Iraq War, he was the military commentator for the Voice of America’s News Line television program, broadcast to American embassies world wide.

**Art Meinke**

Art’s career spans 34 years in the Airline industry, primarily with United Airlines, and approximately 4½ years serving the Transportation Security Administration.

In his airline career Art spent about 15 years in such non management functions as Storekeeper, Ramp Serviceman, Reservations Agent and Trainer. In his management career he started as a Supervisor of Ramp Service in Honolulu, being responsible for aircraft cleaning, weight and balance, air freight and food service operations. From there he went to Singapore as Manager of Station Operations. He held those same positions in Rio de Janeiro and Sao Paulo, Brazil, as well as in Miami. He also did a stint as Cabin Service Manager in San Francisco.

In his four and one half years with the TSA, he has held both the deputy and FSD positions in Orlando and is presently assigned as the FSD at IAH. He has been successful in re-building the relationship between the airport’s stakeholders and the TSA having had great credibility and trust with them. He also went far along the way to establish procedures benefiting employees, often far ahead of what eventually came out of headquarters.

**Joanne R. Oxford**

Ms. Oxford joined the Federal Air Marshal Service in September 2001. Assigned to the Houston Field Office Ms. Oxford oversees the day to day operations of 100+ staff to include 13 managers.

Prior to joining the Federal Air Marshal Service, Ms. Oxford served 11 years with the Federal Aviation Administration (FAA) as a Civil Security Specialist Federal Air Marshal in the Chicago Field Office.

In 1993, Ms. Oxford transferred to the Regional Office as a Criminal Investigator/Federal Air Marshal. Ms. Oxford effectively served as a Federal Air Marshal providing in-flight security on numerous high-risk international flights until such time as she was promoted into the Lead Criminal Investigator position. Shortly thereafter, Ms. Oxford was temporarily promoted into the Supervisory Criminal Investigator position in 1998 and served in that capacity until she voluntarily transferred to the Houston Civil Aviation Security Field Office due to her husband’s job change. Within a few months, Ms. Oxford was selected as the Manager of the Houston Civil Aviation Security Field Office.
Dr. David Persse

David E. Persse, M.D. started his career in medicine with ten years experience as a field paramedic and paramedic instructor in Buffalo, New York and upstate New Jersey. After pre-med at Columbia University in New York, he attended Georgetown University School of Medicine and then completed an Emergency Medicine Residency at Harbor-UCLA Medical Center in Torrance, California. He later completed a Resuscitation Research Fellowship at Ohio State University and was then awarded a grant from the Society for Academic Emergency Medicine to complete fellowship training in Emergency Medical Services and Resuscitation at the Baylor College of Medicine and City of Houston Emergency Medical Services program. Following his EMS fellowship, Dr. Persse became the Assistant Medical Director for the Emergency Medical Services System of Houston, overseeing field operations and clinical research trials. He then moved to California to become the Medical Director of the Los Angeles County Paramedic Training Institute, and the Assistant Medical Director of the Los Angeles County EMS Agency. In 1996 Dr. Persse returned to Houston to assume the role of the Director of Emergency Medical Services for the City of Houston.

Dr. Persse now serves as an examination writer and reviewer for the National Registry of Emergency Medical Technicians. He is also an editorial reviewer for the Annals of Emergency Medicine, Prehospital Emergency Care and Academic Emergency Medicine. He regularly participates in the Texas State legislative process for EMS activities and was a member of the Board of Directors of the Texas College of Emergency Physicians for which he served as Chairman of the Colleges’ EMS committee and was the founding president of the EMS Physicians of Texas. He is also a member of the Board of Directors for the South East Texas Trauma Regional Advisory Council, and the National Registry of Emergency Medical Technicians. Dr. Persse is a member of the College of Fellows of the National Academy of Emergency Dispatch. In 2004 Dr. Persse was confirmed by the Mayor and City Council as the Public Health Authority for the Houston Department of Health and Human Services.

John Peterlin

Capt. John Peterlin is a senior executive at the Port of Galveston, Texas. He joined the Port in December 2000 as Senior Managing Director of Marketing Services and served in that capacity until the end of 2002. He is currently Senior Director of Marketing and Administration at the Port. In his present position, John is responsible for the conduct, management and oversight of the Port’s functions and activities relating to marketing and advertising, property leasing, trade and business development, customer relations, the Port’s Tariff, governmental affairs and grant activities, the Port’s U.S. Foreign-Trade Zone No. 36 and the Port’s administrative functions.

After graduating from the States Merchant Marine Academy at Kings Point, John sailed for more than fourteen (14) years as a licensed deck officer in the U.S. Flag Merchant Marine, including serving eight (8) years in the capacity of Ship’s Master. After coming shore-side in late 1990, John went to work at The Coastal Corporation/Coscol Marine Corporation/Coastal Tankships U.S.A., Inc. in Houston, where he was involved with the ocean transportation of petroleum products as Port Captain and later as Director of Operations. After leaving Coscol Marine and starting his own business, John was involved in marine cargo survey, logistics, ocean cargo and truck brokerage, maritime consulting and the development and operation of vessel cargo services. In late 1997- early 1998 John started up
and operated, as President and CEO, a “Short Sea” roll-on/roll-off shipping company, Gulf Bridge Ro-Ro LLC, which provided regular service in the U.S. Gulf -Mexico trade.

John is a member of the Council of American Master Mariners (CAMM), Society of Naval Architects and Marine Engineers (SNAME), the Propeller Club of the United States and Rotary International. John serves as a Director of the Greater Houston Port Bureau and Marine Exchange and is also a member of the Houston-Galveston Navigation Safety Advisory Committee (HOGANSAC), a U.S. Federal Statutory Committee that advises the Commanding Officer of the U.S. Coast Guard Eighth District on matters concerning marine transportation, navigation and marine safety in the Galveston Bay shipping complex. In his time off, John is a volunteer and crewmember on the Historic 1877 Barque ELISSA, home-ported in Galveston at the Texas Seaport Museum.

Susan Resnick

Sue Resnick is the Intelligence Specialist to the Special Prosecutions Section of the U.S. Attorney’s Office, Southern District of Texas, and to the Anti-Terrorism Advisory Council. This position was created by the Justice Department shortly after the 9/11 terrorist attacks, and Ms. Resnick is the first person to hold this position in the Southern District.

Prior to joining the U.S. Attorney’s Office, Ms. Resnick was an Intelligence Specialist with the U.S. Customs Service for 21 years, where she worked on cases involving drug trafficking, money laundering, terrorism, environmental crimes, import and export violations, and copyright and trademark fraud. She was a paralegal in the first Department of Justice task force prosecuting U.S. companies engaged in foreign bribery transactions. Ms. Resnick began her government career with the Federal Aviation Administration’s Civil Litigation Division.

From 1994-1995, Ms. Resnick served as the Intelligence Analyst to the United Nations Serbia and Montenegro Sanctions Monitoring Committee (SAMCOMM), headquartered at the European Union in Brussels, Belgium. This group regulated and monitored commerce and trade in the Balkans region during the civil war there. Ms. Resnick regularly briefed EU and UN officials and delegates and the U.S. Ambassador to the European Union about SAMCOMM’s mission and activities.

During her long career with the federal government, Ms. Resnick has received numerous special achievement and performance awards, including two Customs Commissioner’s Citations, a special commendation for her work with SAMCOMM, and the International Atmospheric & Ozone Protection Award from the Department of Energy, for her role in investigating individuals and companies smuggling ozone depleting products into the U.S.

Joan Neuhaus Schaan

Joan Neuhaus Schaan is the Fellow in Homeland Security and Terrorism at the Baker Institute. For approximately the last eight years, Neuhaus Schaan has had substantial involvement in a variety of terrorism and homeland security activities and initiatives. Since late 2004 she has served as the executive director of the Houston–Harris County Regional Homeland Security Advisory Council, a joint effort of Harris County, the City of Houston, and Rice University. From 2002 to 2004 Neuhaus
Schaan was mobilized to active duty for Operation Noble Eagle/Enduring Freedom and was deployed to Northern Command’s 24 Operational Intelligence Watch in Cheyenne Mountain to man one of two terrorism/homeland security seats. At the conclusion of her tour, she was awarded the Defense Meritorious Service Medal and authorized to wear the Joint Chiefs of Staff insignia.

For the two years immediately prior to mobilization, Neuhaus Schaan served as the project coordinator for the Houston Task Force on Terrorism. As project coordinator she led the assessment of the City of Houston’s terrorism response mechanisms, a joint effort of the Office of Mayor of Houston and the Baker Institute. Upon completion Neuhaus Schaan was chaired as the Thomas Cook and Mary Elizabeth Edwards Fellow for Terrorism at Rice University in 2002.

Neuhaus Schaan’s first involvement in the field of terrorism and homeland security came in approximately 1996 as an officer with the United States Naval Reserve, when she became an anti-terrorism training officer for her squadron and was responsible for the force protection briefings for monthly deployments to the Americas and Pacific. Neuhaus Schaan also has participated in homeland security issues at the state level. In 1999, she was appointed to the Texas Commission on Private Security by Governor George W. Bush. She was reappointed by Governor Rick Perry.

Daniel Gary Snell

Danny Snell joined the Houston Fire Department in 1974 and currently holds the rank of Executive Assistant Fire Chief in charge of Planning and Homeland Security. In his previous position of District Chief, for eleven years he was the Coordinator for HFD’s Hazardous Materials Response Team, one of the busiest teams in the world. For eight years prior to this assignment, he had served as a Captain on the HMRT.

Danny is actively involved in training and since 1991 has had the opportunity to conduct training for the International Association of Fire Fighters all across the United States. Locally, he is a member of numerous committees and organizations such as Channel Industries Mutual Aid (CIMA), Port Security Task Force, Anti-Terrorism Advisory Council, etc... He coordinated the development of the Houston Medical Strike Team, a concentrated effort to enhance the responder’s ability to respond to an incident involving Weapons, of Mass Destruction. On a broader base he serves as a member of the National Fire Protection Association’s Technical Committee on Hazardous Materials Response Personnel (NFPA 471, 472, 473) and as a HazMat/WMD Manager for FEMA’s Texas Task Force 1 Urban Search and Rescue team.

Jim Snyder

Jim Snyder is Manager of Global Security for ConocoPhillips where he functions as the company’s chief security officer. He is based in Houston. Immediately prior to joining ConocoPhillips, Jim was Director of Security for Apple Computer. He was also Manager of Investigations and Business Analysis for Mobil and ExxonMobil Corporations. Before that, Jim was a Senior Attorney in the General Counsel’s office at MCI Communications Corporation.

Before joining the private sector, Jim was Deputy Chief Counsel of the US Secret Service. He assisted in the prosecution of John Hinckley and in opposing Hinckley’s motions to leave the confines of St
Elizabeth’s mental hospital. Jim helped author sections 1028, 1029 and 1030 of the US Code which are currently used to prosecute identity theft, credit card fraud and computer crime.

Jim was a Special Assistant United States Attorney in Washington, DC, where he prosecuted cases in Superior Court for the District of Columbia. As Special Assistant US Attorney for the Western District of Texas, he directed federal grand jury investigations and prosecutions, including the indictment and conviction of all 26 co-conspirators in a complex, multi-state fraud against the Department of the Navy.

Jim served as Substantive Point of Contact on President Bush’s National Infrastructure Advisory Council. He is the immediate past Chairman of the API Security Committee, and is on the Steering Committee of FBI’s Domestic Security Alliance Council which advises the FBI Director on counterterrorism and criminal matters. Jim has been cited as an authority on security in several publications including the New York Times, the Wall Street Journal, the Philadelphia Inquirer and the Washington Post.

**Dennis Storemski**

Dennis Storemski is the Director of the Mayor’s Office of Public Safety and Homeland Security for the City of Houston. His responsibilities include homeland security, emergency management, the Houston Emergency Communications Center, and other public safety related activities.

Prior to accepting his current position in 2005, he served 38 years with the Houston Police Department (HPD), achieving the rank Executive Assistant Chief. His assignments within the police department included patrol, investigations, tactical operations and support. During his service with the department, he coordinated security operations for numerous major events, including the Republic National Convention, the 1990 Economic Summit of Industrial Nations (G-8), the World Energy Congress and Super Bowl XXXVIII.

He is a life member of the International Association of Chiefs of Police, and serves on its Committee on Terrorism.

**Dirk L. Suter**

Dirk L. Suter is the Manager of Corporate Security at Reliant Energy, Inc. Prior to this position, he was a police officer with the Houston Police Department for nine years. He is a member of the Board of Directors of InfraGard Houston Members Alliance, and a graduate of the FBI Citizens’ Academy. Suter obtained his undergraduate degree from Miami University in Oxford, Ohio and his graduate degree from the University of St. Thomas in Houston, Texas.

**Ray White**

Ray White is currently serving as the Deputy Area Director for the South Central Region. Since joining the Transportation Security Administration (TSA) in 2002, Mr. White has served the agency in a variety of roles including as Deputy Assistant administrator of the Office of Security Operations, acting Federal Security Director of Dallas Love Field, Assistant Federal Security Director of Inspections, and
Interim Federal Security Representative.

As the Deputy Area Director for the South Central Area, Mr. White is responsible for providing leadership and management oversight of TSA’s daily security operations across a multi-state region for the Office of Security Operations.

As Deputy Assistant Administrator, Mr. White was responsible for the entire spectrum of security operations at the Nation’s 449 federalized airports, including all activities of TSA personnel involved with baggage and passenger screening, air cargo screening, security technology, regulatory inspections, and air carrier and airport management. During TSA’s initial rollout beginning in February 2002, Mr. White was in charge of federalizing security operations in Arkansas, Oklahoma, and North and Central Texas commercial airports pending appointments of Federal Security Directors.

Prior to joining TSA, Mr. White was a Supervisory Special Agent in Civil Aviation Security at the Federal Aviation Administration (FAA). In this position, he was responsible for airport and air carrier security regulatory oversight across a five-state region. Mr. White also worked as an FAA program manager for risk management and physical security. While there, he was responsible for providing risk assessments and physical security at over 200 facilities.

Mr. White served over 27 years on active duty with the United States Army, which included service in the Republic of Vietnam, prior to his retirement in 1990. During his active duty service, Mr. White served in the infantry, artillery, signal corps and adjutant general corps. Since his retirement from active duty, Mr. White also held positions at the U.S. Army Corps of Engineers, Office of Personnel Management, and the Department of Education.

William White

Mayor White’s leadership has brought Houston together, as shown by his overwhelming re-election to a third term. He uses business practices every day at City Hall to improve service and get things done.

He has aggressively attacked Houston’s most difficult challenges, such as investment in neighborhood drainage, reform of municipal pensions, holding the line on property taxes with rate cuts and increased senior exemptions, attacking crime hot spots and even faster removal of stalled vehicles to reduce wrecks and traffic congestion.

Americans witnessed Mayor White’s hands-on management style when he helped lead Houston’s competent, compassionate response to Hurricanes Katrina and Rita.

Now in his third term, Mayor White is accelerating work to revitalize Houston’s most neglected neighborhoods, with foreclosure and hundreds of new housing starts on thousands of abandoned properties. He also initiated a program to weatherize thousands of homes in older neighborhoods, saving homeowners an average of 20 percent on their electricity bills.

In addition, Mayor White has aggressive programs to enforce pollution laws, reduce the flooding impact of new developments, raise high school graduation rates, and encourage more flexible working hours.

Before serving as mayor, he served as Deputy Secretary of Energy of the United States, where he helped diversify national energy supplies and saved taxpayers billions of dollars with management
reforms. Earlier in his career, he helped build and manage one of the nation’s most successful law firms.

William N. Wilkins

William Wilkins has worked within both the private and government sectors of the security industry for the last 15 years. As Valero Energy Corporation’s Security Projects Manager, Mr. Wilkins is responsible for the development of strategic security technology projects and programs. Providing direct oversight of all capital security enhancements, he develops multi-year budgetary forecasts for projects, coordinates these activities with field operational units, and manages issues related to security policy by compiling best practices to formulate procedural manuals and training syllabi. With a specialty in security technology design and project management, Mr. Wilkins has executed over $50 million in security related enhancements to Valero’s network of facilities over the last seven years including biometrics, intelligent video, and RFID. Mr. Wilkins is recognized as an expert within his field and has provided dozens of lectures and training seminars relating to the feasibility of security technology solutions by taking into account analysis, design, testing, cost, operational requirements, and risk management. In addition, Mr. Wilkins is involved in many professional organizations, including: the National Petrochemical and Refiners Association, Energy ISAC, the American Society for Industrial Security (ASIS), and the Energy Security Council.

Angel Zayas

Angel Zayas is responsible for enhancing and improving the overall security plan for Minute Maid Park, as well as oversight of many aspects of the facility’s safety program and protocols.

Zayas joined the Astros from FC Dallas, where he served as Director of Security for the Major League Soccer team and Pizza Hut Park for two years. In addition to his park safety and security responsibilities, his role also included staffing and supervising the customer service and parking staff during games and concerts. Zayas also served as Director of Security for Shoreline Management Group and Hunt Financial Ventures before his tenure with FC Dallas.

Before working for Shoreline Management Group and Hunt Financial Ventures, Zayas was a Supervisory Special Agent with the FBI for 10 years. He served as a member of the United States Army from 1987 - 90, where he attained the rank of captain.
EXHIBIT C

Ford Foundation - Aspen Institute - James A. Baker III Institute for Public Policy - Greater Houston Partnership – Houston Endowment
Roundtable on Houston’s Preparedness for Terrorism and Catastrophic Natural Disasters

Location: Rice University’s James A. Baker III Institute
6100 Main Street, Baker Hall, Suite 120, Houston, Texas 77005

January 27 - 29, 2009

AUDIENCE LIST

Keith Amacker
Tulane University

Patrick Bellamy
The James A. Baker III Institute

Shawn Clark
Continental Airlines

Megan Corro
The Aspen Institute

Robert Doguim
Harris County Sherrifs’ Office

Clark Kent Ervin
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Terry Estell
Houston Airport

Theophilos C. Gemelas
Homeland Security Institute

Howard Goldman
Transportation Security Administration
U.S. Department of Homeland Security

George Grainger
The Houston Endowment

Jay Guerrero
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Emily Klein
Congressman John Culberson

Randy Lawton
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U.S. NORTHCOM’s Interagency Coordination Directorate

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XIT Networks
Freeman Mendell
Galveston County

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Port of Dallas/Fort Worth

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